

**Title Page:**

STRATEGIC PLAN

FOR

VALLEY FORGE NATIONAL HISTORICAL PARK

OCTOBER 1, 2005 - SEPTEMBER 30, 2008



## Results Act and Planning Cycle:

### PREFACE

This five-year Strategic Plan has been written for Valley Forge National Historical Park, a unit of the National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:
  - \* mission statement based in law, executive order, etc.;
  - \* long-term goals, which are objective, quantified, and measurable, to accomplish mission;
  - \* how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
  - \* relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
  - \* key external factors which could positively or negatively affect goal accomplishment;
  - \* GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be developed by federal employees (versus contractors, etc.).
  
2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:
  - \* annual goals to incrementally achieve long-term goals in Strategic Plan;
  - \* annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
  - \* basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."
  
3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:
  - \* what annual goals were met or exceeded;
  - \* what annual goals were not met;
  - \* why annual goals were not met; and

\* what remedial action will be taken for goals not met.

## ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at [http://www.doi.gov/ppp/strat\\_plan\\_fy2003\\_2008.pdf](http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf).

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

## **Park Background Information:**

## ABOUT THE PARK

Valley Forge National Historical Park is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by an Act of Congress in 1976, the park is located in Valley Forge, Pennsylvania. Containing approximately 3,500 acres, the park preserves cultural and natural resources associated with the winter encampment of General George Washington and the Continental Army, in perpetuity and makes this valuable part of America's heritage available to approximately 1.1 million visitors each year for their experience, enjoyment, understanding, and appreciation.

The park is in the midst of a transition. A new General Management Plan is being developed with a high degree of public involvement. In preparation for this planning process, many key data sets concerning natural and cultural resources have been assembled. Based on the degree of civic engagement and the additional research, we are rethinking approaches to natural and cultural resources management, significantly enhancing visitor experience and working collaboratively with the community to solve larger problems such as the impacts of traffic congestion. We are moving toward Valley Forge as a place where citizens understand, esteem, and preserve their history and natural heritage; a place where life-long education is compelling and a place that is a vital and valued part of the community.

Key to achieving the goals set above is working with our network of partners toward shared stewardship and preservation initiatives. The legislated partnership with the American Revolution Center presents an opportunity to preserve three significant collections of Revolutionary War period artifacts while enabling us to work together on making the park the country's classroom on the period. In the area of transportation, we are working with an array of partners that includes the Pennsylvania Department of Transportation, the Federal Highway Administration and local governments to solve traffic problems with innovative improvements that improve regional quality of life and preserve park values. As we recognize the regional importance of the natural resources within the park and those that traverse the park such as the Valley Creek, we are working in concert with a host of organizations to better manage the resources and benefit overall health of natural systems.

An important aspect of our moving into the future and rethinking the management of the park is the reshaping and reorganizing of the park's workforce. In a time of shrinking budgets and changing circumstances, we are examining our work, what we need to continue to do and what we will have to do into the future to support our efforts to be good stewards of this important place. This is an iterative and evolving challenge and we are committed to providing both a healthy and productive workplace as well as a vital park.

## MISSION OF THE NATIONAL PARK SERVICE AT VALLEY FORGE NATIONAL HISTORICAL PARK

The mission of the National Park Service at Valley Forge National Historical Park is rooted in and grows from the park's legislated mandate found in the Act of Congress, PL 94-337, signed July 4, 1976, and supplemented by PL 96-287 (section 310) and PL 106-86. Our mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

Through the preservation of Valley Forge National Historical Park, the National Park Service preserves, protects and maintains the natural and cultural resources that are associated with and commemorate the encampment of the Continental Army in 1777/1778 and educates the American people about one of the most defining events in our nation's history where the sacrifice, tenacity, resolve and determination of General George Washington and the Continental Army continues to serve as an inspiration for this and future generations.

## LEGISLATIVE INTENT

Established as the first Pennsylvania State park in 1893, Valley Forge State Park was identified as having

National significance and offered by the state for inclusion in the National Park Service. In the process leading to the establishment of Valley Forge National Historical Park, Congress provided conceptual basis to guide planning for the park's management and use.

In considering the authorizing legislation, which defined the purpose of the park, the Committee on Interior and Insular Affairs noted in House Report No.94-1142, May 14, 1976 that; the restoration and strengthening of the historic integrity of the Valley Forge site should be the first priority for any Federal management of the area. The Committee expects the Secretary to take early and positive steps, once the National Park Service assumes operational responsibilities, to manage the park with increased emphasis on the restoration and maintenance of the historic scene. Nonconforming recreational uses are to be phased down or relocated. Non-historic technological intrusions such as grass mowing are to be eliminated where possible and appropriate, and the rerouting or elimination of inappropriate and unsafe roadways is to be undertaken, as it is possible.

It is the intent of this plan to manage the park in such a manner as to be consistent with the enabling legislation enacted by Congress making certain to meet the National Park Service's core mission which is to preserve and protect resources while enabling the widest possible access for visitors.

## PURPOSE

The purpose of Valley Forge National Historical Park is to preserve and protect those historic landscapes structures, archeological resources, and objects that commemorate the sacrifices and achievements of the Continental Army under General George Washington during the encampment of 1777-1778, and to educate the American people and the world about the heroic suffering, hardship, determination and resolve of the Continental Army that led to the emergence of a unified spirit.

## SIGNIFICANCE

The primary significance of Valley Forge National Historical Park can be summarized as follows: Few places evoke the spirit of patriotism and independence, represent individual and collective sacrifice, or demonstrate the resolve, tenacity and determination of the people of the United States to be free, as does Valley Forge. The Valley Forge story has been a source of inspiration for Americans and the world for over 200 years. Here, in spite of want and suffering, the Continental Army under General George Washington's leadership survived, and emerged as a cohesive, more disciplined fighting force.

Valley Forge possesses the historic landscapes, structures, archeological resources, and objects that are tangible links to one of the most defining events in our nation's history. The unique resources from the encampment period, as well as the other cultural and natural layers linked to the historic events at Valley Forge, provide a powerful connection to this defining point in our history for present and future generations.

## KEY EXTERNAL FACTORS AFFECTING THE PLAN'S ACCOMPLISHMENT

While park management and staff can plan, manage, and largely control much of what occurs in the park, it is critically important for us to work collaboratively with others to guarantee the future health of the park. Long term stewardship goals can only be achieved by linking the future of the site with compatible regional initiatives. Key external factors that could negatively or positively affect goal outcomes are identified below.

- Valley Forge National Historical Park is located in what is truly an "edge city" surrounded by suburban sprawl. The park sits at a major transportation hub, is trisected by state roads, a railroad corridor, and is utilized as a daily commuter route. In addition, the popularity in recreational pursuits and physical fitness has increased the need to address the increasing recreational use of the park and assure that uses are managed in the appropriate manner.

- The discovery, in 1997, of an old waste disposal site for asbestos containing material, had an unanticipated impact on certain park visitors as well as on the park budget. The needed assignment of personnel necessary to the security and monitoring of the site as well as on onsite manager, until long term mitigation and eventual restoration are completed (5-10 year possibility), will impact over all park operations.
- The unrelenting development of residential, light industrial, and retail malls through out the entire region continues to increase the volume of commuter and other vehicular traffic on state routes that trisect the park as well as on all park roads. The park sits very near the central transportation hub for the region and is routinely congested and over whelmed by extensive traffic jams backing in the park road system. We are currently working on these issues with our regional partners in implementing the recommendations of the Valley Forge Area Transportation Planning Study.
- Management of white tailed deer will continue to be a controversial issue for the park. Little of the park resources (money and personnel) are targeted to the active management of wildlife. This may be viewed negatively by local governments and residents who look to the park to resolve this "regional" issue. A key finding of our General Management Planning process thus far is that the park has become a regional bio reserve and more active management for the health of natural resources will be one of the recommendations endorsed in the plan.
- Inadequate stormwater management in the Valley Creek watershed upstream of the park has resulted in flooding and damage to park resources. Stream banks are collapsing, fish habitat is being destroyed by sediment, roads and utilities are being undermined, and cultural resources are threatened. Declining water quality and adverse impact to the historic landscape diminish the experience visitors have of Valley Forge. The park will continue to work with local governments, special interest groups and individuals to resolve the issue. Recently, the Valley Creek Restoration Management Plan was completed in cooperation with the Pennsylvania Fish and Boat Commission. The plan outlines necessary improvements to the watershed. A grant program is being instituted for local governments to use in making improvements.
- The popularity of Valley Forge National Historical Park is expected to continue and present even greater challenges both in terms of cultural and natural resource preservation and visitor use. Visitation has grown at a slower pace over the last five years and is expected to continue, use patterns have extended to longer hours of heavy use daily.
- The cost of maintaining and restoring cultural resources, such as historic buildings is escalating. The park is examining all of these assets to determine appropriate alternative uses and their suitability for inclusion in a leasing program. New National Park Service authorities greatly widen the potential for leasing properties excess to the park's needs for operations or visitor services.
- Implementation of new programs that emphasize wise use of limited resources and sustainable practices.
- A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act
- The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for employee training and career development, natural resources inventory and monitoring, and cooperative research studies.
- The park was identified in a statewide trail plan as a trail hub for the region. Several long distance trails currently connect into the park and more are being added over the next several years. We will have to meet the needs presented by this growing network of trails including increased needs for visitor services, security and programming.

## CONSULTATION IN PLAN PREPARATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Valley Forge National Historical Park's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

We consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision. Involved stakeholders included local governments, County Planners, The Friends of Valley Forge, Northeast Region planning personnel, and numerous other groups. Much of the consultation took place during initial planning stages for a new General Management Plan. All comments, however, were carefully considered in the plan. Comments received during the consultation process encouraged us to place greater emphasis on the preservation and protection of our cultural and natural resources and to better define the relationship between the natural resources and topographical elements of the area that drew the Continental Army to Valley Forge, in 1777.

## STRATEGIC PLAN PREPARERS

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Arthur L. Stewart, Superintendent  
Barbara L. Pollarine, Deputy Superintendent

Mary Lynn Brand, Business Manager  
C. Earl Cram, Safety Officer  
Dierdre Gibson, Chief of Planning  
Jeff Kangas, Chief of Maintenance  
Tim P. Long, Historical Architect  
Michelle Ortwein, Curator  
Lewis Rogers, Supervisory Park Ranger, Protection  
David Seguin, Computer Specialist  
Bruce Stocking, Supervisory Park Ranger, Interpretation

Dona M. McDermott, Archivist and GPRA Coordinator  
(dona\_mcdermott@nps.gov or 610-783-1034)

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 22, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia01A

*Park/ Program Goal ID Number:* Ia01A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other disturbed lands

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 0% (1.6 of 2754 acres) of Valley Forge NHP's lands disturbed by human activity are restored.

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Other disturbed lands

acres

Restored/Mitigated

2754

.8

*5-Year Results Plan:*

This goal includes two small areas of disturbance along Valley Creek, one involving a former agricultural practice and the other road construction impacts:

**Stream bank Stabilization: Covered Bridge to Site of the Forge**

Banks along one mile of Valley Creek downstream of the covered bridge are steep, and industrial activity in the 18th and 19th centuries removed some wetlands and riparian resources along the lower stretches of Valley Creek inside the park. In the 1920s, road and trail construction next to the creek destroyed most of the remaining riparian vegetation. In this area approximately 2000 linear feet of stream bank is in danger of falling into Valley Creek. A major commuter road and a regional sewer main are threatened. The stream bank will be stabilized using a combination of bioengineering and standard stabilization techniques. This is a large project that will cost approximately \$600,000, an amount exceeding what is available from park base funding. In 1998 the park received a written commitment from PA Department of Transportation to fund up to half the total cost of the project. In FY 2001 the park received \$300,000 from NERO, which means the project is completely funded. The park will complete an Environmental Assessment on the alternatives and determine a preferred alternative. The project area targeted for stabilization is estimated to be 0.5 acre.

**Stream bank Stabilization: Washington HQ area**

The section of Valley Creek between Route 23 and the railroad tunnel is experiencing increased erosion and loss of stream bank due to extended flows as the result of development outside of the park. While the park is actively working with local government representatives, special interest groups, and private parties to improve the management of stormwater, the current condition threatens archeological resources located along the stream, and a sewer main located in the trace road in front of the HQ buildings as well as contributing to siltation problems. The park will complete an Environmental Assessment to determine alternatives that will mitigate the issues described, with plans to implement the preferred alternative. The project area for stabilization is estimated to be 0.3 acre.

Other Disturbed Lands

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 22, 2004

A GMP/EIS now underway, and a subsequent vegetation management plan/EIS, will set desired future conditions for management of lands disturbed by agriculture and other activities. No further restoration of these lands would take place until completion of these plans. An estimated 2653 acres may be evaluated for future restoration activities.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1a01C

*Park/ Program Goal ID Number:* 1a01C

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Closely associated Wetland goal

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% (71 of 71 acres) of Valley Forge NHP's wetlands have been inventoried and desired conditions identified.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Park must enter

*Unit Measure:*

Acres

*Condition (Desired):*

park must enter

*Total # Units in Baseline:*

0

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

Wetland acres achieve desired conditions where conditions are known and where desired conditions are specified in management plans consistent with applicable substantive and procedural requirements of State and Federal water law.

As of December 2004, Valley Forge NHP has a spatial inventory of existing wetlands, National Vegetation Classification System (NVCS) vegetation alliance descriptions and some actual wetland plant species plot data. However, the wetlands have not been inventoried or classified according to the Cowardin definitions and classification system as recommended by the NPS, nor have desired conditions for these wetlands been identified.

Performance of a wetlands functional analysis would include classification of wetlands using the Cowardin definitions and classification system. Upon its completion in FY2006, Valley Forge NHP's GMP/EIS will function as the management plan that is the source of the desired condition. If PMIS #93159 (wetlands functional assessment) is funded prior to 2008, 100% (71 of 71 acres) of Valley Forge NHP's wetlands will have been inventoried and desired conditions identified.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia01D

*Park/ Program Goal ID Number:* Ia01D

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Closely Associated riparian goal

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% (14 of 14 miles) of Valley Forge NHP's riparian areas have been inventoried and desired conditions identified.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Park Must Determine

*Unit Measure:*

Acres

*Condition (Desired):*

Park Must Determine

*Total # Units in Baseline:*

0

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

By September 30, 2008, TBD% (TBD miles) of TBD stream/riparian miles achieve desired conditions where conditions are known and where desired conditions are specified in management plans consistent with applicable substantive and procedural requirements of State and Federal water law.

As of December 2004, Valley Forge NHP's riparian areas have been spatially inventoried (GIS); the Baseline Water Quality Report (prepared by the NPS Water Resources Division, Ft. Collins, CO) has been completed; and the vegetation has been described to the alliance level of the National Vegetation Classification System (VegMap). Most information about water resources at Valley Forge NHP is for the 2.5 mile stretch of Valley Creek. Upon its completion in FY2006, Valley Forge NHP's GMP/EIS will function as the management plan that is the source of the desired conditions. By September 30, 2008, 100% (14 of 14 miles) of Valley Forge NHP's riparian areas have been inventoried and desired conditions identified.

Additionally, two environmental assessments are underway for treatment of eroding stream banks along Valley Creek. Upon completion of construction, these sections will have reached their desired conditions.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 22, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia01E

*Park/ Program Goal ID Number:* Ia01E

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other Upland area

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 3233 acres (100% of 3233 acres) of Valley Forge NHP's upland areas have been inventoried and desired conditions identified.

*Target Year:*

2008

*Performance Indicator (what is measured):*

park determined

*Unit Measure:*

acres

*Condition (Desired):*

park determined

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

*5-Year Results Plan:*

Inventory of park upland areas is complete. A GMP/EIS now underway will set desired future conditions for management of upland areas. Projected completion is fall, 2005. A subsequent vegetation management plan / EIS will detail desired future conditions. No changes in management will take place prior to completion of these plans. Projected completion for the vegetation management plan is 2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 23, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia02B

*Park/ Program Goal ID Number:* Ia02B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

By September 30, 2008, X% (Y of Z) species of (Park Name) populations of native plant and animal species of concern are being managed.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 16% (5 of 31) species of Valley Forge NHP populations of native plant and animal species of concern are being managed.

*Target  
Year:*

*Performance Indicator  
(what is measured):*

managed

*Unit Measure:*

Each species

*Condition (Desired):*

Desired level

*Total # Units in  
Baseline:*

31

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

The upcoming GMP/EIS and Vegetation Management Plan/EIS will set desired future conditions for species of concern. PMIS #87553, which will assess current conditions, abundance, and distribution, and will propose management techniques for state listed plants and animals, is formulated for FY07. PMIS #112419 would provide a comprehensive park IPM plan that is an essential part of species management. It is not known when and if this will be funded. These activities would provide the foundation for species management.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 29, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia05

*Park/ Program Goal ID Number:* Ia05

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other historic structures

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 2 (29% of 7) of the structures not on the LCS will have effort spent to mitigate any impacts that affect them.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in Baseline:*

7

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

The park currently has seven (7) structures not listed on the List of Classified Structures (LCS) as of FY 2003. While being evaluated for inclusion on the LCS, efforts will be made to mitigate any impacts that affect these structures.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia09

*Park/ Program Goal ID Number:* Ia09

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other Paleo resources

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 1 (100% of 1) of Valley Forge NHP's documented paleontological localities known as of FY2003 have been assessed for condition and, 0 (0% of 1) of the assessed paleontological localities are in good condition.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Determined by park

*Unit Measure:*

Determined by park

*Condition (Desired):*

Determined by park

*Total # Units in Baseline:*

0

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

Only one paleontological locality has been discovered at Valley Forge NHP: the Port Kennedy Bone Cave. The Port Kennedy Bone Cave was discovered during limestone quarrying operations during the 1890s. The original discovery was that of a Late Pleistocene (~750,000 years ago) sinkhole. Fossils from approximately 35 species of animals and ten species of plants were excavated by various paleontologists during the 1890s. Most of the fossils collected are currently curated by Dr. Ted Daeschler at the Academy of Natural Sciences in Philadelphia, PA. However, the current location and condition of the entire collection of fossilized beetles collected from the Port Kennedy Bone Cave is unknown.

With the passage of time and the expansion of quarrying, the precise location of the Port Kennedy Bone Cave was forgotten. In 2003 Dr. Daeschler et al. performed a literature search to examine all existing records for locality details. Original maps and details from the 1890s excavations were found and compared to existing conditions. Ultimately, Dr. Daeschler et al. provided Valley Forge NHP with spatial coordinates of the suspected location of the Port Kennedy Bone Cave. The suspected location of the cave is within the quarry called "Cave Quarry." This quarry is included in Valley Forge NHP's Asbestos Release Site (a CERCLA site). Over 30 feet of asbestos waste materials overlie the suspected, unexcavated portion of the cave. The entirety of the Port Kennedy deposit was not excavated in the 1890s, due to groundwater flooding which impeded the excavation; thus, unexcavated fossils are expected to occur at this locality today.

During the summer-fall of 2004, a geophysical survey crew from the University of Pennsylvania performed surveys to determine whether or not unexcavated portions of the Port Kennedy Bone Cave remain intact at Valley Forge NHP. Magnetometry, gravity and electrical resistivity were employed. Results from the magnetometry suggest that no large ferrous objects are hidden beneath the surface. Results from the gravity and electrical resistivity surveys are expected to be delivered to Valley Forge NHP by May 2005. These results would then serve as scientific confirmation of the presence and extent of the unexcavated Port Kennedy Bone Cave. It is unclear to Valley Forge NHP currently whether or not these results will be adequate to determine the condition of the unexcavated portions of the cave.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

As of December 2004, the Port Kennedy Bone Cave has not officially been documented by the NPS and is not currently included in the NPS paleontological locality database. By September 20, 2005, the Port Kennedy Bone Cave locality and condition will be documented in accordance with the NPS guidance, RM#77 - Paleontological Resources Management. Due to the presence and abundance of asbestos waste material, the condition of the unexcavated Port Kennedy Bone Cave is not expected to achieve good condition status. Remediation of the asbestos waste site is expected to include filling the quarry with at least 18 inches of clean fill. Thus, the unexcavated portion of the Port Kennedy Bone Cave will likely be stabilized in situ. The probable permanent presence of asbestos means that the site will never be considered to be in good condition.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 29, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia1B

*Park/ Program Goal ID Number:* Ia1B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

2.8% (73,500 canopy acres of 2.6 million acres) of acres infested with invasive plant species are contained.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 1650 acres (20% of 8270 acres) of Valley Forge NHP lands impacted by invasive (non-native) plants are effectively controlled.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Impacted Lands

acres

Contained

8270

450

*5-Year Results Plan:*

Approximately 1/3 of all the vegetation in Valley forge NHP is nonnative. Of this number, perhaps two dozen species are invasive and problematic. Natural Resources Management identified the most aggressive nonnative plant species and targeted those populations for reduction and long-term control where control seems feasible. The species are:

Mile-a-Minute Weed (*Polygonum perfoliatum*)  
 Japanese Knotweed (*Polygonum cuspidatum*)  
 Japanese Hops (*Humulus japonicus*)  
 Crown Vetch (*Cornilla varia*)  
 Japanese Barberry (*Berberis thunbergii*)  
 Canada Thistle (*Cirsium arvense*)  
 Plume Grass (*Miscanthus sinensis*)

The goal is to eradicate the listed species and to provide regular and recurring maintenance to the areas to ensure that the species are not repopulated from seed.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 06, 2005

DOI Goal ID Number: NPS Goal ID Number: Ia1G Park/ Program Goal ID Number: Ia1G

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Land health: Mines - 1,500 acres (5% of 30,000) are reclaimed or mitigated from the effects of degradation from past mining.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By 9/30/08, 50% of Valley Forge National Historical Park's abandoned mine lands associated with the Asbestos Release Site are remediated in accordance with CERLCA and the NCP.

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Degraded land

acres

Reclaimed

112

0

*5-Year Results Plan:*

This goal includes the remediation of the Asbestos Release Site (ARS) such that unacceptable risks to human health and the environment are eliminated and applicable or relevant and appropriate requirements (ARARs) are attained through the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) process. The ARS is associated with older limestone quarries where asbestos and hazardous materials were deposited as part of the industrial processes for the manufacture of boiler pipe insulation and other asbestos containing products.

The ARS is an area of approximately 112 acres (ac) divided into two operable units (OU): the Keene OU of 46.0 ac (within the former Keene asbestos manufacturing plant property) and the Former State Lands OU of 66.0 ac (former Valley Forge State Park). Asbestos warning signs and fencing are in place to restrict public access to the ARS. In 1999, the Commonwealth of Pennsylvania (PA) signed an agreement to complete a Remedial Investigation/ Feasibility Study (RI/FS) in accordance with the National Oil and Hazardous Substances Contingency Plan (NCP) and CERCLA. The RI/FS will identify the nature and extent of contamination and evaluate alternatives for site remediation. The RI Report will be completed in early 2005 and the FS Report in the spring and summer of the same year. Following the completion of the RI/FS, the NPS will facilitate public involvement in the remedy selection process by issuing a Proposed Plan for public review and comment. Approximately 50% or 56 of the 112 acres associated with the ARS will be Remediated in accordance with CERLCA and the NCP by September 30, 2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 23, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1a2A

*Park/ Program Goal ID Number:* 1a2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

448 (43% of 1,042) threatened or endangered species are stabilized or improved.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 0% (0 of 2) species of Valley Forge NHP documented federally listed threatened or endangered species are making progress toward recovery.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Status

Each species

Improving

2

0

*5-Year Results Plan:*

Valley Forge NHP has documented the occurrence of two federally listed threatened or endangered species. Neither of these species is known to breed in the park or to be a permanent resident. Both federally listed threatened or endangered species are either migratory species (pass through the park irregularly) or for which only a single record exists.

No occurrences of federally listed threatened or endangered plant species have been documented at Valley Forge NHP. Valley Forge NHP has documented the occurrence of two federally listed threatened or endangered animals the Bald Eagle (*Haliaeetus leucocephalus*) that is threatened and the Red-bellied Turtle (*Pseudemys rubiventris*) that is endangered.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia2C

*Park/ Program Goal ID Number:* Ia2C

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

X (Y% of Z) of invasive animal populations are controlled.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 6% (1 of 17) of Valley Forge NHP's invasive, non-native animal and insect populations have been effectively controlled.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Species status

*Unit Measure:*

Each population

*Condition (Desired):*

Contained

*Total # Units in Baseline:*

17

*Status in Base Year (# Meeting Condition):*

1

*5-Year Results Plan:*

By September 30, 2008, 6% (1 of 17) of Valley Forge NHP's invasive, non-native animal and insect populations have been effectively controlled. The U.S. Forest Service treated Valley Forge NHP's forests in the 1980's for the European gypsy moth, *Lymantria dispar*. These treatments have been successful in effectively controlling this species. The U.S. Forest Service conducts annual aerial surveys for evidence of gypsy moth damage; the 2004 survey documented no significant adverse impact of gypsy moths at Valley Forge NHP.

The park has requested funds for an IPM plan (PMIS 111861). If funded, this plan would form the foundation for control of invasive non-native species. Lacking this plan, no activities are planned.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 23, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1a4A

*Park/ Program Goal ID Number:* 1a4A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Water quality: Surface waters -136,760 miles of streams and rivers ( 99.1% of 138,000 miles) meet State (EPA approved) water quality standards.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 60% (8.34 of 13.95 miles) of streams and rivers managed by the National Park Service will meet State and Federal water quality standards as defined by the Clean Water Act.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Water quality

Miles and/or acres

Unimpaired

13.95

8.34

*5-Year Results Plan:*

As of December 2004, approximately 14 miles of streams and rivers flow within Valley Forge National Historical Park. Portions of two major, impaired waterways run through Valley Forge National Historical Park: three miles of the approximately 125-mile Schuylkill River and the final 2.5 miles of Valley Creek. Upstream portions of these waterways are known to be impaired due to the number and types of point and non-point discharges, including EPA SuperFund sites. During the past 20 years, governmental agencies and non governmental organizations/ institutions/ individuals have collected water samples for water quality testing.

In contrast, far fewer water quality data exist for the remaining waters that flow within Valley Forge National Historical Park. These waters either originate from springs within the park or originate from springs within 0.5 miles of the park boundary. None of these waters are known to be impaired and are not 303(d) listed.

Since headwaters of the Schuylkill River and Valley Creek are upstream of Valley Forge National Historical Park, the park has no direct influence on their water quality. Also, restoring these waterways to unimpaired condition will require the mutual cooperation of governmental agencies and non-governmental entities over many decades. These waterways are not expected to attain unimpaired condition by September 30, 2008. Thus, only 60% (8.34 of 13.95 miles) of streams and rivers managed by the National Park Service will meet State and Federal water quality standards as defined by the Clean Water Act by September 30, 2008. Valley Forge National Historical Park anticipates maintaining the currently unimpaired waterways in their assumed unimpaired condition. With the future implementation of Vital Signs Monitoring (funded by the MIDN of the I&M Program), Valley Forge National Historical Park may be able to determine whether or not these waterways are, in fact, unimpaired. Until such time, these waterways are assumed to be unimpaired.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 25, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia5

*Park/ Program Goal ID Number:* Ia5

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

47% of historic structures on the current List of Classified Structures are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 121 of 196 (62%) of Valley Forge NHP historic structures on the current List of Classified Structures are in good condition.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in Baseline:*

196

*Status in Base Year (# Meeting Condition):*

118

*5-Year Results Plan:*

The park currently has 196 Historic Structures listed on the LCS (List of Classified Structures). Included in that total are buildings from the 18th through the early 20th century, monuments, earthworks, and ruins. The goal is to ensure that the structures listed in good condition remain in good condition and to make every effort to bring additional structures from poor or fair condition up to good condition.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia6

*Park/ Program Goal ID Number:* Ia6

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

75.5% of preservation and protection standards are met for park museum collections .

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 433 (86.4%) of 501 applicable preservation and protection standards for Valley Forge NHP's museum collections are met.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Applicable standards

Each standard

Standards meet

501

423

*5-Year Results Plan:*

To improve preservation, security, accountability, and provide research availability, we will enhance the catalog records of the Neumann Collection (this military collection receives the most research requests) using expanded Automated National Cataloging System + (ANCS+) data fields. We will also reduce handling of historic photographs by continuing to digitize the collection. We will then load the records and images onto the internet for world-wide access by researchers. We will gradually make improvements to storage conditions by installing dust covers for open shelving, by implementing dataloggers for environmental monitoring, and by purchasing additional collections storage cabinets. In order to reach this goal, the work will be accomplished by the park's museum staff and by supervised volunteers.

The park's partnership with the National Center for the American Revolution may alter the park's plans in this goal in that there may be a mass movement of both organizations' collections to one facility. In this partnership, the NPS park staff will provide assistance to the National Center for the American Revolution in meeting NPS museum standards.

Success in this area will be determined by comparing the existing condition of the museum collection against established standards.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: February 24, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1a7

*Park/ Program Goal ID Number:* 1a7

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

33% of the cultural landscapes on the current Cultural Landscapes Inventory are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, one of five of Valley Forge NHP cultural landscapes on the current CLI is in good condition. The others receive routine protection from damage.

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Condition

Each landscape

Good

5

0

*5-Year Results Plan:*

The Cultural Landscape Inventory (CLI) for the park is completed and will be finalized with the State Historic Preservation Officer's (SHPO) comments and concurrence. Entries in the Cultural Landscape Automated Information Management System (CLAIMS) have all data complete for this level of investigation. The CLI effort identified four component landscapes within the park that have their own significance in addition to the encampment period. In 1999, these four component landscapes were field inventoried at a higher level of detail. In September, 2004, the Pennsylvania SHPO concurred that each of these components was eligible for placement on the National Register. Ultimately, this will contribute to recommendations for a comprehensive treatment plan (Phase III) scheduled following the record of decision for the GMP.

In September 2003 the conditions of the park's landscapes were re-assessed with the following results:

Valley Forge landscape: fair

Port Kennedy: poor

Valley Forge Farms: fair

Village of Valley Forge: fair

Walnut Hill: poor

In the next planning period, effort will focus on bringing the Valley Forge Farms component landscape from fair to a good condition, by completion of rehabilitation at Stirling's Quarters, rehabilitation of Knox's Quarters and Maxwell's Quarters through leasing, control of erosion along Valley Creek through maintenance of riparian buffers, and control of invasive plants.

Park-wide and in the other three component landscapes, activities will contribute to stabilization of the landscapes but will not be enough to raise the assessment of condition. Such activities include maintenance on historic buildings and structures; control of off-trail visitor use; planning for traffic calming in partnership with PennDOT; completion of a mitigation plan for the asbestos areas of concern; completion of a vegetation management plan

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: February 24, 2005

that sets desired future conditions for all landscapes; completion of a plan for relocating route 23 through Port Kennedy; and regular law-enforcement and protection activities.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 28, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1a8

*Park/ Program Goal ID Number:* 1a8

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

53% of the recorded archeological sites with condition assessments are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 400 (76.8% of 425) of Valley Forge NHP archeological sites listed on the current Archeological Sites Management Information System (ASMIS) with condition assessments, are in good condition.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each archeological site

*Condition (Desired):*

Good

*Total # Units in Baseline:*

425

*Status in Base Year (# Meeting Condition):*

355

*5-Year Results Plan:*

During the reporting period of FY 2005-2008 400 of Valley Forge NHP archeological sites listed on the current Archeological Sites Management Information System (ASMIS) with condition assessments, will be maintained in good condition. This goal identifies all effort spent in the preserving, protecting, restoring, maintaining, monitoring and evaluating recorded archeological sites, and all efforts spent in mitigating impacts to these sites. During this performance period the park will insure that all Section 106 review and documentation is complete before any actions are taken. The Regional archeologists will assist the park unit in complying with the requirements of Section 106 and other relevant historic preservation legislation for the protection, investigation, and recording of archeological sites, thereby increasing the number of archeological sites in these parks in good condition. These services include section 106 compliance reviews, field investigation as required facilitating this review, and technical advice and field assistance (including archeological testing and excavation) provided to parks on an as-needed basis. The park will continue to provide a 24-hour per day/365 days per year law enforcement program to provide for the protection of all park resources located within the park.

The total number of sites determined to be in good condition measures success.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 28, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b01

*Park/ Program Goal ID Number:* 1b01

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other NR data sets

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2006, 12 (100%) of 12 primary Valley Forge NHP natural resource inventories identified in a Resource Management Plan and General Management Plan are completed.

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

12

*Status in Base Year (# Meeting Condition):*

3

*5-Year Results Plan:*

Over the last few years Valley Forge NHP has identified and acquired 9 datasets that include:

Historical Data; Digitized Vegetation Map; Digitized Cartographic Map; Digitized Soil Map; Inventory of Water Bodies and Use Classifications; Water Quality and Basic Water Chemistry for Key Water Bodies; Identification of Nearest Air Quality Monitoring Stations and Sources; List of Air Quality-Related Values; and Meteorological Data.

During the period of FY 2005-2008 the following natural resources datasets will be acquired: Floral and Faunal Species Lists; Floral and Faunal Species Distributions; and Digitized Geological Map.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b02C

*Park/ Program Goal ID Number:* 1b02C

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% (7) of the newly identified structures not on the LCS FY 2003 will be evaluated for inclusion on the LCS.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Number updated

*Unit Measure:*

Each record

*Condition (Desired):*

Increase

*Total # Units in Baseline:*

7

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

By September 30, 2008, seven structures not on the LCS as of 2003 will be evaluated for eligibility for inclusion. Those structures eligible will be submitted for entry with complete, accurate, and reliable data.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 29, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b2A

*Park/ Program Goal ID Number:* 1b2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Archeological sites inventoried and evaluated are increased by 14.3% (from FY 2003 baseline of 57,752 sites to 66,000).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Valley Forge NHP archeological sites inventoried, evaluated and listed in the Archeological Sites Management Information System (ASMIS) is increased from 446 in FY03 to 491 (10% increase).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Number in database

Each site added

Increased

446

0

*5-Year Results Plan:*

This goal identifies the effort to inventory, evaluate, and add non-certified archeological sites at VAFO to the ASMIS database. This work will be accomplished through the Regional archeology team. By September 2004, 491 sites were added to ASMIS. The remaining non-certified sites will be evaluated to determine if they meet ASMIS criteria, and if not, they will be eliminated from the list. The existing ASMIS database will be refined and updated to maximize the quality of the individual ASMIS records. Recording of additional sites into ASMIS is on hold until methodology is redefined.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 20, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b2B

*Park/ Program Goal ID Number:* 1b2B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 110.8% from FY 2003 (from 148 to 312 landscapes).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By Sept. 30, 2008, the Valley Forge NHP cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate, and reliable information is increased by 0% from FY2003 (from 5 to 5 landscapes).

*Target Year:*

2008

*Performance Indicator (what is measured):*

Number in database

*Unit Measure:*

Each landscape

*Condition (Desired):*

Increase

*Total # Units in Baseline:*

5

*Status in Base Year (# Meeting Condition):*

5

*5-Year Results Plan:*

There will be no activity in this goal as all 5 of the CLIs have been completed, however the goal will remain active in order to keep national goal roll-up accurate.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: April 11, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ib2C

*Park/ Program Goal ID Number:* Ib2C

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% of 196 of Valley Forge NHP historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Number updated

*Unit Measure:*

Each record

*Condition (Desired):*

Increased

*Total # Units in Baseline:*

196

*Status in Base Year (# Meeting Condition):*

0

*5-Year Results Plan:*

By 2008, all 196 (100%) Valley Forge National Historical Park historic structures on the FY 2003 List of Classified Structures (LCS) have updated information in their LCS records. In the process, some historic structures will be removed from the LCS and seven structures not listed will be evaluated for inclusion, (see Ib02C).

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: February 16, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b2D

*Park/ Program Goal ID Number:* 1b2D

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Museum objects cataloged are increased by 42% (from FY 2001 baseline of 44 million to 60.2 million).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008 the number of Valley Forge NHP museum objects cataloged and submitted to the National Catalog is increased from 196,668 in FY2001 to 282,888 (43.8% increase).

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Number of museum objects cataloged

Each museum object added

Increased

22706

278536

*5-Year Results Plan:*

This goal represents all effort that directly supports the recording of inventoried and evaluated cultural resources in national databases. The Valley Forge NHP collection of museum objects is extensive. Archival collections make up the bulk of uncataloged collections. Over this period we will continue to enhance the catalog records of the Neumann Collection (this military collection receives the most research requests) using the expanded ANCS+ data fields. We will also augment records of the historic photographs by digitizing the collection. We will then load the records and images onto the internet for world-wide access by researchers. In order to reach this goal, the work will be accomplished by the park's museum staff and by supervised volunteers.

New accessions could potentially raise the percentage of achievement, as well as contract cataloging of archival collections funded by the Backlog Cataloging program. In addition, the park's partnership with the National Center for the American Revolution may alter the park's plans in this goal in that there may be a mass movement of both organizations' collections to one facility. In this partnership, the NPS park staff will provide assistance to the National Center for the American Revolution in meeting NPS museum standards.

The number of objects inventoried and evaluated in accordance with established criteria and standards will measure success in this goal. Achievement is measured in the number of objects that are entered into the Automated National Catalog System + (ANCS+).

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 29, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b2F

*Park/ Program Goal ID Number:* 1b2F

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

18.7% (72 of 384) of parks have historical research (an approved Historic Resource Study AND an approved Administrative History) that is current and completed to professional standards as of 1985.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Valley Forge NHP's Historic Resource Study (HRS) and Administrative History are completed to professional standards, current (approved since 1985).

*Target Year:*

2008

*Performance Indicator (what is measured):*

Studies

*Unit Measure:*

Each park

*Condition (Desired):*

Updated

*Total # Units in Baseline:*

1

*Status in Base Year (# Meeting Condition):*

1

*5-Year Results Plan:*

In 2002, Phase II services for the Historic Resource Study and Cultural Landscape Report was completed. Phase II, historical mapping, will continue into FY 2005. It is anticipated that Phase III, a preservation treatment plan will be complete sometime after 2005. Actual allocation of funds as well as the status of the park's General Management Plan (GMP) will directly affect the time frame for Phase III. This Contextual Documentation and Cultural Landscape Report is a key document and building block for a new GMP and has been jointly funded by the Region and the park.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b3A

*Park/ Program Goal ID Number:* 1b3A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of 270 parks with significant natural resources have identified their vital signs for natural resource monitoring

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Valley Forge NHP has identified its vital signs for natural resource monitoring.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Vital signs

Each park

Identified

0

0

*5-Year Results Plan:*

The NPS needs a clear, simple way to account for how it is preserving the nation's natural heritage. The NPS needs to identify and monitor the vital signs of environmental health in parks as a means of sustaining the health of park resources, diagnosing threats to their well-being, and mitigating those threats, just as physicians monitor their patients' vital signs. Monitoring park vital signs provides the foundation for this accountability by determining whether current management practices are sustaining the resources, evaluating efficacy of restoration, and by warning of impending threats to parks.

Vital signs are a subset of physical, chemical, and biological elements and processes that are selected to represent the overall health or condition of park resources, known or hypothesized effect of stressors, or subset of the total suite of natural resources that park managers are directed to preserve "unimpaired for future generations," including water, air, geological resources, plants and animals, and the various levels of organization including landscape, community, population, or genetic level, and may be compositional, structural or functional.

Valley Forge NHP is one of the 270 parks with significant natural resources and, as such, is included in the Mid-Atlantic Network (MIDN) of the Natural Resources Inventory and Monitoring (I&M) Program. The MIDN is among the last of the I&M Networks to receive funding for the vital signs identification and monitoring. The MIDN is scheduled to receive funding for the vital signs program after FY2005. Valley Forge NHP already has substantial physical, chemical and biological data available which will facilitate the vital signs identification process. Thus, by September 30, 2007, Valley Forge NHP anticipates having identified its vital signs for natural resource monitoring.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: March 04, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* 1b3B

*Park/ Program Goal ID Number:* 1b3B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

80% of 270 parks with significant natural resources have implemented natural resource monitoring of key vital signs parameters

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Valley Forge NHP has implemented natural resource monitoring of key vital signs parameters.

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Vital signs

Each park

Monitoring

0

0

*5-Year Results Plan:*

The NPS needs a clear, simple way to account for how it is preserving the nation's natural heritage. The NPS needs to identify and monitor the vital signs of environmental health in parks as a means of sustaining the health of park resources, diagnosing threats to their well-being, and mitigating those threats, just as physicians monitor their patients' vital signs. Monitoring park vital signs provides the foundation for this accountability by determining whether current management practices are sustaining the resources, evaluating efficacy of restoration, and by warning of impending threats to parks.

Vital signs are a subset of physical, chemical, and biological elements and processes that are selected to represent the overall health or condition of park resources, known or hypothesized effect of stressors, or subset of the total suite of natural resources that park managers are directed to preserve "unimpaired for future generations," including water, air, geological resources, plants and animals, and the various levels of organization including landscape, community, population, or genetic level, and may be compositional, structural or functional.

Valley Forge NHP is one of the 270 parks with significant natural resources and, as such, is included in the Mid-Atlantic Network of the Natural Resources Inventory and Monitoring Program. The Mid-Atlantic Network (MIDN) is among the last of the I&M Networks to receive funding for the vital signs identification and monitoring. The MIDN is scheduled to receive funding for the vital signs program after FY2005. Valley Forge NHP already has substantial physical, chemical and biological data available which will facilitate the vital signs identification process. Therefore, by September 30, 2008, Valley Forge NHP anticipates having identified its vital signs for natural resource monitoring and will begin to implement natural resource monitoring of key vital signs parameters.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 29, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila1A

*Park/ Program Goal ID Number:* Ila1A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 95% of visitors to Valley Forge NHP are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Visitor satisfaction

*Unit Measure:*

percent

*Condition (Desired):*

Satisfied

*Total # Units in Baseline:*

92

*Status in Base Year (# Meeting Condition):*

92

*5-Year Results Plan:*

The Park strives to continue maintaining a high level of visitor satisfaction by focusing effort to the areas that are most obvious to the visitors. These areas include roads, signs, restrooms, picnic areas and grounds in general. Much effort is put into these areas to ensure Visitor Satisfaction.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 28, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila2A

*Park/ Program Goal ID Number:* Ila2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of visitor accidents/incidents at Valley Forge NHP is reduced from the FY2000-FY2003 annual average of 18 to 14 (22% reduction).

*Target Year:*

2008

*Performance Indicator (what is measured):*

Accidents/incidents

*Unit Measure:*

Each accident/incident

*Condition (Desired):*

Reduced

*Total # Units in Baseline:*

18

*Status in Base Year (# Meeting Condition):*

18

*5-Year Results Plan:*

By FY2008, the number of visitor accidents/incidents at Valley Forge NHP is reduced from the FY2000-FY2003 annual average of 18 to 14 (22% reduction). This goal will be accomplished by continuing to perform active speed enforcement on state roads, targeting enforcement in areas where there are higher numbers of accidents. High risk recreational activities such as bike riding and sledding will have a combination of targeted enforcement, public education, and the correction of hazardous conditions. Every park employee will be responsible for ensuring that warnings are promptly put in place for each public hazard and that the hazards are corrected and reported.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: April 11, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila2B

*Park/ Program Goal ID Number:* Ila2B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The number of servicewide visitor fatalities will be at or below 120.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of visitor fatalities at Valley Forge NHP is reduced from the FY2000-FY2003 annual average of 1 to 0 (100% reduction).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Fatalities

Each fatality

Reduced

2

2

*5-Year Results Plan:*

By FY2008, the number of visitor fatalities at Valley Forge NHP is reduced from the FY2000-FY2003 annual average of 1 to 0 (100% reduction). This goal will be accomplished by continuing to perform active speed enforcement on state roads, targeting enforcement in areas where there are higher numbers of accidents. High risk recreational activities such as bike riding and sledding will have a combination of targeted enforcement, public education, and the correction of hazardous conditions. Every park employee will be responsible for ensuring that warnings are promptly put in place for each public hazard and that the hazards are corrected and reported.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* 11b1

*Park/ Program Goal ID Number:* 11b1

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

87% of visitors understand and appreciate the significance of the park they are visiting

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 95% of Valley Forge NHP visitors understand the significance of the park

*Target Year:*

2008

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

*Status in Base Year (# Meeting Condition):*

Visitor understanding

percent

Understand

76

0

*5-Year Results Plan:*

By the end of FY 2008 visitors will experience a greater understanding of the historical significant of Valley Forge and why it is important to protect and preserve this historical resource for future generations. Through the use of interpretive programming, museum exhibits, and school educational programs, the visitors will gain knowledge of what took place at Valley Forge during the Revolutionary War and how it played such an important part in the final outcome of the war. Environmental education will also be included as a natural component, through a partnership with The Great Valley Nature Center's camp where Children 6-10 participate in a week of activities that are both cultural and natural and qualify for the "Junior Ranger Badge" at completion.

This goal will be accomplished by the use of various interpretive media, such as, living history interpretation; formal (and informal) ranger talks and walks, teacher's curriculum guide and booklets along with a companion "Traveling Trunks" program. This also includes providing access to primary and secondary research materials for interpretive, scholarly and genealogical enlightenment. Annual surveys and other educational assessment tools have been established and will measure success in the goal of student understanding and appreciation. Success in this goal will be measured by a visitor survey.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 21, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa10A

*Park/ Program Goal ID Number:* IVa10A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

X(TBD) (Y% of Z) of NPS cultural and natural heritage assets are in fair or good condition as measured by the FCI.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 43 (56% of 77) cultural and heritage assets (with an LCS number) are in fair to good condition as measured by Facility Condition Index (FCI).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Condition of asset

Each asset

Fair or good

77

39

*5-Year Results Plan:*

During the rating period of FY2005 - 2008 Knox stables will receive a new roof and structural repairs made to insure preservation. The Steuben Memorial Information Center and Horseshoe trail east will be re-roofed. In addition, Steuben will receive interior plaster work and Horseshoe will receive interior renovations which will upgrade the condition to good. A multi-million dollar restoration projects will begin which will result in the preservation of an encampment period structure and a post-encampment structure that both directly related to the mission of Valley Forge NHP.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 21, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa10B

*Park/ Program Goal ID Number:* IVa10B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

NPS Non-historic buildings condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 31 (46% of 67) non-historic buildings are in fair to good condition as measured by Facility Condition Index (FCI).

*Target Year:*

2008

*Performance Indicator (what is measured):*

Condition of asset

*Unit Measure:*

Each asset

*Condition (Desired):*

Fair or good

*Total # Units in Baseline:*

67

*Status in Base Year (# Meeting Condition):*

27

*5-Year Results Plan:*

During the rating period of FY2005 - 2008 the YACC garage will be rehabilitated, the Maintenance building will be re-roofed and the Administration Building will receive a new roof and its HVAC system will be replaced improving their condition to good. The park amphitheatre will be demolished resulting in the reduction of non-historic building inventory.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 21, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa10C

*Park/ Program Goal ID Number:* IVa10C

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 4 (23.5% of 17) non-historic buildings are in fair to good condition as measured by Facility Condition Index (FCI).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Condition of asset

Each asset

Fair or good

17

4

*5-Year Results Plan:*

During the rating period FY2205 - 2008 the park will work to maintain the existing assets that are in good or fair condition.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 05, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa3

*Park/ Program Goal ID Number:* IVa3

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% of Valley Forge NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Employee performance plans

*Unit Measure:*

Each employee

*Condition (Desired):*

Linked to goals

*Total # Units in Baseline:*

73

*Status in Base Year (# Meeting Condition):*

73

*5-Year Results Plan:*

100% of Valley Forge National Historical Park employees' performance plans are linked to appropriate strategic and annual performance goals and position competencies.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 20, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa5

*Park/ Program Goal ID Number:* IVa5

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

25% of employee housing units are in fair or good condition as measured by the Facilities Condition Index (FCI), based on condition assessments and data in FMSS.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 19 (79% of 24) employee housing units are in fair or good condition as measured by the FCI at Valley Forge NHP.

*Target Year:*

2008

*Performance Indicator (what is measured):*

Employee housing

*Unit Measure:*

Each housing unit

*Condition (Desired):*

Fair or Good

*Total # Units in Baseline:*

24

*Status in Base Year (# Meeting Condition):*

15

*5-Year Results Plan:*

The Park currently has 24 structures Employee Housing Units in its inventory. Of these, two are currently used as dormitories for transient and seasonal employees. Three of the employee housing units are currently authorized for required occupancy. The employee housing units range from the 18th century through the mid 20th century. The goal is to increase the number of housing units to good condition by one unit each year and to maintain the condition of all currently in good condition.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6A

*Park/ Program Goal ID Number:* IVa6A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 716.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008 the number of Valley Forge NHP employee lost-time injuries is maintained at or below the previous 5-year (FY1999-2003) average number of 7. Actual number of employee fatalities will be reported.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Incidents

*Unit Measure:*

Each incident resulting in injury

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

5.59

*Status in Base  
Year (# Meeting  
Condition):*

5.59

*5-Year Results Plan:*

By FY2008 the number of Valley Forge NHP employee lost-time injuries will be maintained at or below the previous 5-year (FY1999-2003) average number of 7. This goal will be accomplished by ensuring that each and every employee has the knowledge to perform his/her job safely. Under the NPSafe Program, each and every employee will have the opportunity to attend safety training, either under the NPSafe Telnet Training program or by using the existing on-line training system at the park. Park management will ensure that safe work practices are recognized and that superior safety achievement is rewarded. The overall goal of the park will continue to be "0" employee accidents.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 05, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6B

*Park/ Program Goal ID Number:* IVa6B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The servicewide Continuation of Pay (COP) hours will be at or below 55,335 hours.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Valley Forge NHP hours of Continuation of Pay will be at or below the FY1997-2001 5 year average of 308.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

COP hours

*Unit Measure:*

Each COP hour

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

294

*Status in Base  
Year (# Meeting  
Condition):*

294

*5-Year Results Plan:*

By FY2008 the number of Valley Forge NHP hours of Continuation of Pay will be maintained at or below the previous 5-year (FY1999-2003) average number of 308. This goal will be accomplished by ensuring that each and every employee has the knowledge to perform his/her job safely. Each and every employee will have the opportunity to attend safety training, either under the NPSafe Telnet Training program; by using the existing on-line training system at the park; or by formal classroom training. Park management will ensure that safe work practices are recognized and that superior safety achievement is rewarded. The overall goal of the park will continue to be "0" employee accidents.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: December 30, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb1A

*Park/ Program Goal ID Number:* IVb1A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By FY 2008, each of the park's four divisions will have initiated at least one new community partnership, and the partnership will show results in terms of resources protected and/or visitors served.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Park Partnerships

Each partnership

Established

8

8

*5-Year Results Plan:*

By FY 2008, each of the park's four divisions will have initiated at least one new community partnership, and the partnership will show results in terms of resources protected and/or visitors served.

This goal measures the number of formal partnership agreements for projects that protect in-park resources and/or serve the visitors of the park. The park actively seeks partners to assist with the resource protection and visitor services mission.

1. A partnership with the National Center for the American Revolution plans the development and operation of a joint museum and visitor center. This partnership promises to significantly improve the visitor experience and facilities of the park. The Encampment Store is operated through this partnership, providing interpretive materials and food service to visitors. A percentage of the profit is donated to the park.
2. A partnership with the National Trust for Historic Preservation results in the preservation of historic buildings and the conservation of General Washington's marquee.
3. A partnership with the Valley Creek Restoration Partnership implements projects that rehabilitate Valley Creek.
4. A partnership with Upper Merion Transportation Authority, Montgomery County, PennDOT, and Federal Highways studies and implements traffic improvements in and adjacent to the park.
5. A partnership with the Great Valley Nature Center provides natural resources interpretation in the park.
6. A partnership with the National Park Foundation and Ford Motor Company provides volunteer interpreters.
7. A partnership with the Friends of Valley Forge provides programming and donated funds for interpretive and educational materials.
8. A partnership with the Lockheed Martin Corporation maintains the "Muster Roll" database of Continental soldiers at the encampment.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: VALLEY FORGE NHP

Park/ Program Org Code: 4860

Date Last Updated: January 11, 2005

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb2

*Park/ Program Goal ID Number:* IVb2

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

8% increase in attendance at facilitated programs (from 147 million to 159 million)

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, there will be an increase of 10% in Valley Forge NHP visitors attending park programs

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Facilitated programs

Each visitor

attended

0

175678

*5-Year Results Plan:*

By the end of FY 2008 we will experience an increase of 10% of visitors attending park programs. These programs will consist of both formal and informal interpretive presentations along with special anniversary programs that commemorate significant events that took place during the winter encampment of the Continental Army at Valley Forge. These commemorative events are the December 19 March-In program, French Alliance Day in May, and the March-Out of the Continental Army in June. Other recurring programs that take place each year are the February Boy Scout Pilgrimage Program, Washington's Birthday program, July 4th Artillery program, The Steuben Society ceremony in October.

This goal will be accomplished by the use of information concerning these programs, being provided to the public through the park's web site, press releases, printed publications such as program guides, and working with the local Visitors and Convention Bureau to dispense program information to a wide audience.

Success in this goal will be measured by statistical information on visitor attendance gathered at each program being conducted.

## Strategic Plan Report, FY 2005-2008

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